Dr. Washington is an anesthesiologist working at a 300-bed hospital in a midsized city. Unfortunately, Operating Room efficiency at Dr. Washington’s hospital is suffering. Systems, staffing, and workflow problems have led to increased case cancellations.

A veteran of the armed forces, Dr. Washington knows the value of leadership skills. In order to grapple with unanticipated changes, staff and leaders must work collaboratively and efficiently, breaking down silos and building better communications processes. He’s always on the lookout for human-centered, data-driven improvements. He’s paid close attention to the shift toward value-based care and believes that meaningful participation in APMs will require the leadership skills he’s trained in.

So when his hospital administrator bemoans the problem of OR efficiency in a staff meeting, Dr. Washington is ready and eager. He has a clear idea of how he can help. But convincing the C-suite to give his plan a try may be a challenge.

Dr. Washington proposes a solution:

Dr. Washington summarizes feedback, asks clarifying questions, and keeps an open mind. With an even clearer understanding of what’s important to the administration, Dr. Washington is able to demonstrate the value of a PSH and convince the C-suite that a PSH can create a more reliable patient experience with respect to start times, discharge times, case cancellation, and pain management; simplify and standardize processes and care which minimizes patient risk and reduces variation in outcomes; and provide cohesive management strategies for the surgical patient beginning with the preoperative period and ending 30 days after discharge. Above all, he stresses that a PSH pilot can help them improve OR efficiency and care.

Swayed by his proposal, the C-suite supports his plan. Dr. Washington assembles key stakeholders from anesthesia, surgery, nursing, quality, IT, and the administration. Operationalizing a new model of care means formerly independent departments and physicians must collaborate in new ways. So Dr. Washington and his core PSH team align their goals, establish regular PSH meetings, gather baseline data, and create a data dashboard for tracking metrics. He keeps the team focused on solutions that will improve OR efficiency and decrease cancellations. And he keeps the administration in the loop every step of the way.

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